

Canada Science and Technology Museum Corporation

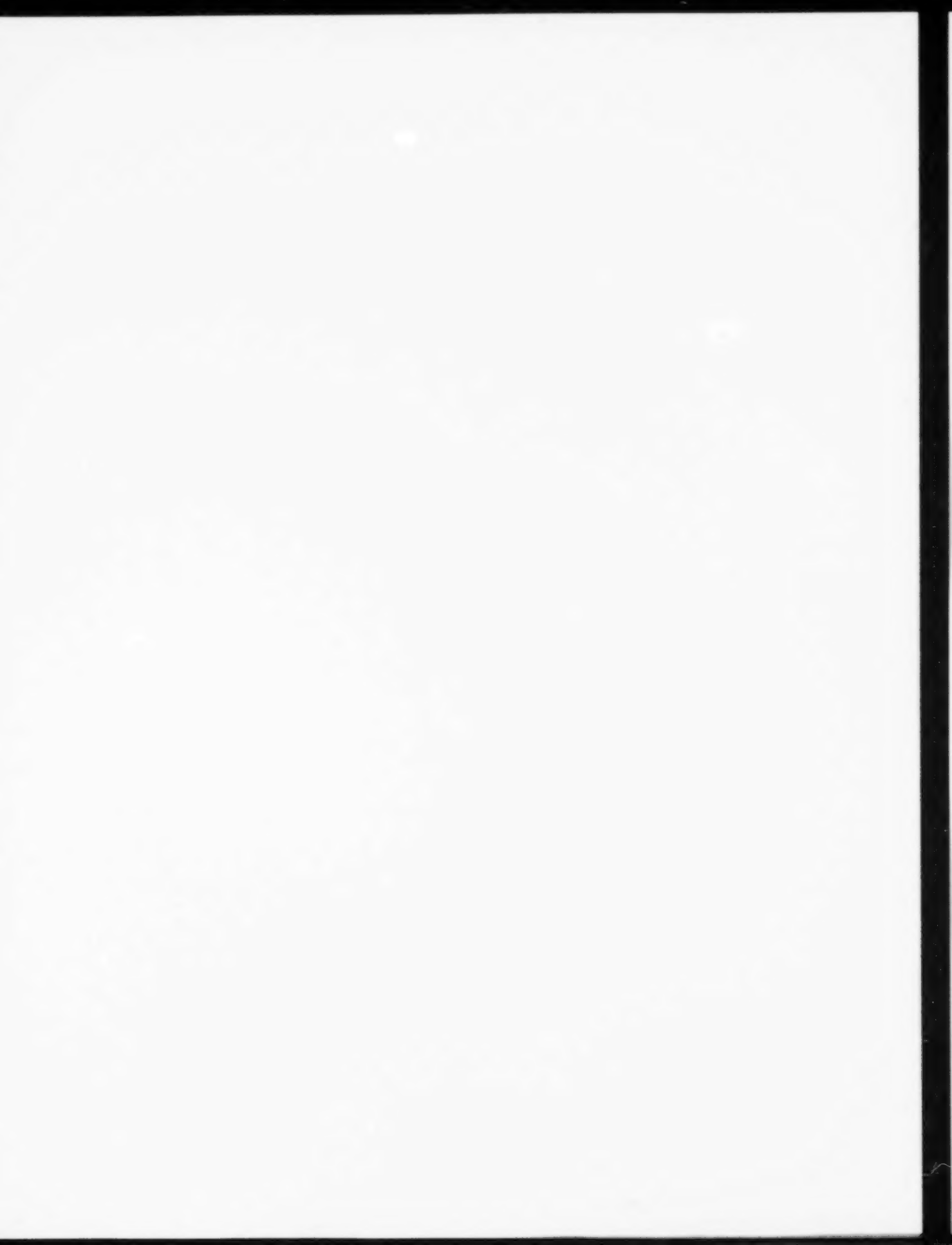
ANNUAL REPORT
celebrating **06/07**
SUCCESS

Canada Science and Technology
Museum Corporation



Canada Science and Technology Museum
Canada Science and Technology Museum
Canada Science and Technology Museum

Canada





Canada Science and Technology Museum Corporation

ANNUAL REPORT 06/07

Table of contents

02	CHAIRMAN'S MESSAGE
04	REPORT FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
07	BOARD OF TRUSTEES
08	CORPORATE GOVERNANCE
10	CORPORATE PROFILE
10	Mandate
10	Mission
11	Historical Background
13	CORPORATE PERFORMANCE
14	Nationally Recognized Leaders
22	Engaging Canadians
28	Exceptional Collections
36	Innovative Programming
42	Collaborative Approaches
48	Professionalism
52	MANAGEMENT DISCUSSION AND ANALYSIS
59	THE YEAR IN STATISTICS
61	FINANCIAL STATEMENTS
74	OUR SUPPORTERS
74	Volunteers
76	Donors
78	Corporate Sponsors

Front cover:
Her Excellency the Right
Honourable Michaëlle Jean,
Governor General and
Commander-in-Chief of
Canada, attending to the
dedication and consecration
of the new stand of colours of
the Air Force's 412
Transport Squadron.
(Photo: Cpi Issa Paré, Rideau Hall)



Canada Science and Technology Museum Corporation

ANNUAL REPORT
06/07

Table of contents

02	CHAIRMAN'S MESSAGE
04	REPORT FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER
07	BOARD OF TRUSTEES
08	CORPORATE GOVERNANCE
10	CORPORATE PROFILE
10	Mandate
10	Mission
11	Historical Background
12	CORPORATE PERFORMANCE
14	Nationally Recognized Leaders
22	Engaging Canadians
28	Exceptional Collections
34	Innovative Programming
42	Collaborative Approaches
48	Professionalism
52	MANAGEMENT DISCUSSION AND ANALYSIS
58	THE YEAR IN STATISTICS
61	FINANCIAL STATEMENTS
74	OUR SUPPORTERS
74	Volunteers
76	Donors
78	Corporate Sponsors

Front cover:

Her Excellency the Right
Honourable Michaëlle Jean,
Governor General and
Commander-in-Chief of
Canada, attending to the
dedication and conservation
of the nine island of volunteers of
the Air Force's 412
Transport Squadron.
(Photo: Cpl Lisa Park, Rideau Hall)

MESSAGE FROM THE CHAIR



James S. Paul

Chairman, Board of Trustees

IT IS WITH GREAT PLEASURE THAT I PRESENT, ON BEHALF OF THE BOARD OF TRUSTEES, the 2006–2007 Annual Report for the Canada Science and Technology Museum Corporation. I joined the Board as its Chairman this past November, taking over the position from the Board's Vice-Chair, Walter Parsons, who very capably acted in the role for the preceding two years. I am very pleased that Walter has agreed to continue as Vice-Chair.

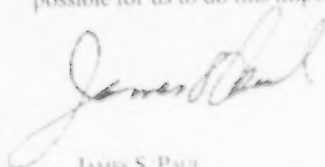
As a lifetime resident of Ottawa, I appreciate the wealth of knowledge and the cultural objects that our national museums safeguard and share with the public. At the time of my appointment, I was already quite familiar with the Canada Agriculture Museum, the Canada Aviation Museum and the Canada Science and Technology Museum since my family was already enjoying the benefits of our family membership. Over the last six months I have observed, from a new perspective, that the two hundred and fifty staff working at the three museums take great pride in the stewardship of this magnificent collection of over 40,000 artifacts and they have been very creative in their efforts to reach out and engage Canadians in their exploration of scientific and technological literacy.

The theme for this year's Annual Report is one of celebrating successes. A few of the highlights in the long list of achievements this year include the approximately 5% increase in physical attendance at the three museums, the 2.5 million Web visits, the publishing of *Canadian Wings: A Remarkable Century of Flight*, the approval of the Canada Agriculture Museum's Master Plan, work on establishing a new Museum

Foundation and the acquisition of two significant aircraft for the collection: the Canadair Challenger and the Bristol Fighter.

I look forward to working with the Management Team and my colleagues on the Board of Trustees to address the challenges facing the Corporation and to add to the list of accomplishments detailed in the pages of this document. I would also like to acknowledge the contributions made by the departing members of the Board: Gail Beck of Ottawa, Ontario; Patti Patcholek of Regina, Saskatchewan; Costanzo Gabriele of Calgary, Alberta and Paul Benoit of Ottawa, Ontario who all served the Board admirably during their tenure. Three new members joined the Board of Trustees during the year: Eloise Opheim of Saskatoon, Saskatchewan; Ian McIlreath of Calgary, Alberta and Anne Wright of Port Perry, Ontario. Each brings skills and experience which will serve the Board well in its ongoing work.

The Canada Agriculture Museum, the Canada Aviation Museum and the Canada Science and Technology Museum collectively showcase Canada's long and proud history of excellence in the fields of science and technology and they encourage creativity and innovation among those considering a vocation in these fields. In this respect, our Museums play a vital role in the development of the human capital that Canada needs for success in a competitive, interdependent world. In closing, I would like to thank the hundreds of volunteers, donors, sponsors and staff whose collaboration make it possible for us to do this important work.



JAMES S. PAUL
CHAIRMAN, BOARD OF TRUSTEES

PRESIDENT AND CEO MESSAGE



Christopher J. Terry
President and CEO

BY ANY MEASURE, 2006–2007 WAS A POSITIVE YEAR FOR THE CANADA SCIENCE AND Technology Museum Corporation. While challenges still face us in various areas, our Corporation made clear progress on a wide variety of fronts.

With respect to our mission to share knowledge of Canada's scientific and technological heritage, we made real advances this year. More people attended our museums, visited our travelling exhibitions, saw our artifacts on loan to other institutions and visited our websites by considerable margins compared to the year before. Our efforts to produce offerings catering to the diversity of Canada's population were very well received by their intended audiences. Public satisfaction reached record highs. Our visitors were not only impressed by our museums, but also by our motivated staff. Working in concert with our colleagues in the other national institutions, we have developed useful insights into our audiences and their motivations for visiting us. We also have a very good idea where our audience profile has gaps on which we can focus our efforts in the future. This will allow us to build on our record of providing some six million separate interactions annually between our three museums and our vast audience in Canada and beyond.

The year also saw success in our efforts to provide improved facilities for our visitors, staff and our collections. We secured funds to improve the basic underground infrastructure at the Canada Aviation Museum site and to make modest facility improvements at the Canada Science and Technology Museum. Beyond that, other facility improvements at the Canada Aviation Museum were approved on an investment basis. This will make it

possible to provide proper classrooms and an auditorium as well as to reconfigure the entrance area. Anticipated incremental revenues will enable the investment to be retired while enhancing the experience for all of the Museums' visitors.

On a related note, the Corporation's proposal for an investment to cover the start-up funds required for its Foundation received Treasury Board approval. The plan for the Foundation was moved ahead considerably by this decision and by year-end, the Corporation had completed all of the administrative plans to launch it. The Corporation also recruited one of the three required members of the inaugural Board of Directors. Once all three are secured, the Foundation will be registered and begin its work of securing funds to bolster our contributed revenue results. In concert with this initiative the Corporation put in place a process designed to sell institution-based sponsorship opportunities, rather than individual product-related ones. One of Canada's most active sponsorship marketing agencies has been retained to package and price this opportunity which will be offered early in our next fiscal year. Taken together, these initiatives are designed to generate higher levels of revenue from commercial and philanthropic sources than has been the case.

Complementing these efforts to generate funds, the Corporation continued to develop new products to engage the public. Significant among them was a major new exhibition at the Canada Agriculture Museum entitled **Food for Health** which was developed with the sponsorship funding of major federal and national organizations concerned with the quality and integrity of Canada's food supplies. This important contribution to the public's knowledge about contemporary

food issues has been well received and will travel across Canada so that its messages may be shared. New products at the Canada Science and Technology Museum included the opening of the **Autopsy of a Murder** exhibition which covers forensic science and the technologies used in forensic investigation. The Canada Aviation Museum staged the first Classic Air Rallye event in conjunction with two local organizations: Flightworks and Vintage Wings of Canada. The Museum's relationship with the latter aviation heritage group has been strengthened throughout the year to permit displaying operating vintage aircraft owned by Vintage Wings of Canada at its Rockcliffe Airport base on Sunday afternoons during the summer.

A final revenue-generating success which should be noted is the funds secured during the year from the Canadian Culture On-Line program and those which are part of a consortium from the Social Sciences and Humanities Research Council. The former funds will permit the digitization and on-line sharing of more of the Corporation's image archives while the latter will provide enhanced access to our digital archives for students and researchers. Taken together, these initiatives involve our museums with a wide range of partners and sponsors, all dedicated to mutual goals. Without them, our ability to provide engaging and contemporary products to the public would be reduced.

In all of these activities, our staff demonstrates its highly developed professionalism. The recent audit of our Collection Development Strategy highlighted that the methodologies that our staff have implemented are amongst the highest in the industry. Our staff continues to lead in national and international museum forums. Enhanced internal communications

and professional development activities are showing very positive outcomes. Major new publications were produced such as the stunning new book *Canadian Wings*. All of these publications speak to the role of science and technology in acting as a catalyst for development and of the Corporation's role as the steward of that story.

We continue to work on our proposal for a new facility for the Canada Science and Technology Museum. The next fiscal year marks the 40th anniversary of the Museum. This anniversary has renewed our conviction that after four decades, the Canada Science and Technology Museum needs a proper purpose-built facility to realize its full potential.

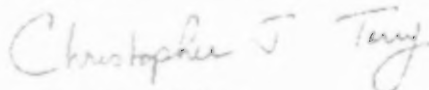
In November, we welcomed the appointment of Mr James Paul of Ottawa, as the Chair of our Board of Trustees. He has thrown his considerable talents behind all of our activities but especially the work on a proposal for a new science and technology museum facility. We look forward to working with him in our pursuit of this important objective.

We also look forward to our continued association with Mr Walter Parsons who, for more than a year, served as Acting Chair of the Board. His wise, unstinting counsel and the generous contribution of his time

was of enormous benefit to us and we are very pleased that he will continue to work with us in his role as Vice-Chair.

In the midst of these accomplishments, we must note that final solutions to the Corporation's financial needs on a permanent basis continue to elude us. Though one-time funding may, as was the case this year, assist us on an interim basis, we still must resolve this issue. We continue to work with our colleagues in the Department of Canadian Heritage toward that end.

As has been the case for many years, we continue to benefit from the support of large numbers of like-minded people who believe in the positive role that can be played by institutions such as ours. Whether they are staff, volunteers or donors, they all contribute in countless ways to the relevance of our museums in the lives of people across Canada and beyond.



CHRISTOPHER J. TERRY
PRESIDENT AND CEO

BOARD OF TRUSTEES



Mr. James S. Paul
Chair
Ottawa, Ontario
Mr. Paul is a founder of iMPath Networks, an international technology company that specializes in the design, manufacture and sale of sophisticated video networking products. He is currently President and CEO of the company and has practiced as a lawyer in Ontario.



Mr. Walter R. Parsons
Vice-Chair
Ottawa, Ontario
Mr. Parsons is the retired Senior Vice-President and General Manager of Neilson Dairy in Ottawa. He is currently the Goodwill Ambassador for Neilson Dairy and Weston Foods.



Mr. Kari Manhas
Port Couillard, B.C.
Mr. Manhas is the President of Karyon Projects Corporation. He has been involved with public consultation work on regional transportation issues.



Mr. Robert Marzha
Quebec, Quebec
Mr. Marzha is Professor and Dean of Business Administration at Laval University, where he has taught on a range of management topics, including information technology.



Dr. Ian McInerath
Calgary, Alberta
Dr. McInerath is a technical advisor to EnCana Corporation. He has a PhD in geology and has worked in the petroleum industry in senior and technical positions for 32 years throughout Canada and in more than 20 other countries.



Mrs. Corinne Mount
Pleasant-Jette
Ville Saint-Laurent, Quebec
Mrs. Mount-Pleasant-Jette is a member of the Tuscanra First Nation, a retired Assistant Professor with the Faculty of Engineering and Computer Science at Concordia University and was appointed to the Order of Canada in 1992.



Ms. Elsie Opheim
Saskatoon, Saskatchewan
Ms. Opheim is the founder of PRIDE CANADA (Parents Resource Institute for Drug Education), has more than 20 years of experience serving as Chairperson and Director in more than 10 international, national, and local non-profit and government boards and was appointed to the Order of Canada in 1991.



Mr. Roger Solomon
Souris, P.E.I.
Mr. Solomon is a retired education professional, and is currently the owner and operator of a seasonal family tourism business in Prince Edward Island.



Dr. Norberta Szwedawa
Moncton, New Brunswick
Dr. Szwedawa is a research professor and former Dean of Engineering at the University of Moncton. He is the Vice-President of two international engineering associations (ISWEC and MEESI), and Chair of the National Committee on Innovation and Information Technology in Civil Engineering.



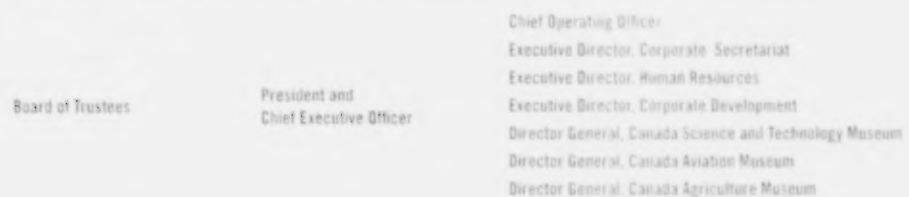
Ms. B. Anne Wright
Port Perry, Ontario
Ms. Wright is a chartered accountant by profession and is a former member of the Ontario Economic Council. She served as national president of the Canadian Diabetes Association and was president of Diabetes Canada.

CORPORATE GOVERNANCE

THE MANDATE, POWERS AND OBJECTIVES OF THE CANADA SCIENCE AND TECHNOLOGY Museum Corporation (CSTMC) are set out, in broad terms, in its enabling legislation. As a Schedule III, Part I Crown Corporation, the CSTMC is subject to Part X of the *Financial Administration Act*, which outlines its control and accountability framework. The Corporation is ultimately accountable to Parliament through the Minister of Canadian Heritage and Status of Woman, and is part of the federal government's Canadian Heritage Portfolio. The Corporation receives an annual appropriation which it supplements through revenue-generating activities.

A Board of Trustees, whose members come from all regions of the country and are appointed by the Governor-in-Council, oversees the management of the business, activities and affairs of the Corporation. The Board has up to eleven members, including the Chair and Vice-Chair, and received support over the past year from five committees. The President and Chief Executive Officer, with support from a management team, which includes the Chief Operating Officer, Directors General from each of the three museums, and Executive Directors of Human Resources, Corporate Development, and Corporate Secretariat, manage the Corporation's daily operations. (see Figure 1).

Figure 1 - Reporting Structure, Canada Science and Technology Museum Corporation



Board Renewal

For a second year in a row there was significant turnover within the Board of Trustees, with a new Chair appointed along with three new members in 2006–2007. Mr James Paul became chair, replacing Mr Walter Parsons, who had performed the duties of acting chair for eighteen months. Those nominated to the board in 2006 include Ms Eloise E. Opheim, of Saskatchewan, Mr Ian McIlreath, of Alberta, and Ms B. Anne Wright, of Ontario.

Committee Structure

The five Board Committees are: the Executive Committee, the Audit and Finance Committee, the Major Facilities Committee, the Nominating and Governance Committee, and the Development and Marketing Committee. The Committees usually meet before each Board meeting or by teleconference, and report on their activities at each Board meeting.

Executive Committee

This committee undertakes the duties of the Board between Board meetings. The Committee held one meeting and three teleconferences during the year.

Executive Committee

James S. Paul (Chair)
Wally Parsons
Robert Mantha

Audit and Finance Committee

This committee oversees the Corporation's financial and management controls, as well as its practices and information systems. The Committee held three meetings during the year.

Audit and Finance Committee

Robert Mantha (Chair)
Eloise Opheim
N.K. Srivastava
Ian McIlreath
Roger Solomon

Major Facilities Committee

This committee ensures that best practices are followed with regard to the Corporation's major building projects, and provides general guidance to Management. The Committee held two meetings and two teleconferences during the year.

Major Facilities Committee

Karn Manhas (Chair)
N.K. Srivastava
Walter Parsons
Anne Wright

Nominating and Governance Committee

This committee reviews and recommends nominations for Trustee appointments and reappointments, reviews the Board's committee structure and membership, and ensures that a Board self-assessment process is in place. The Committee also monitors, and periodically reviews governance of the Corporation in light of best practices, and recommends appropriate changes, aimed at enhancing the effectiveness of its operations, to the Board. The Committee held three meetings and seven teleconferences during the year.

Nominating and Governance Committee

Corinne Mount Pleasant-Jetté (Chair)
Karn Manhas
Walter Parsons

Development and Marketing Committee

Provides advice on development and marketing matters. The Committee held three meetings during the year.

Development and Marketing Committee

Walter Parsons (Chair)
Corinne Mount Pleasant-Jetté
Eloise Opheim
Anne Wright

Board members who were replaced but were active during part of the fiscal year include:

Gail Beck
Paul Benoit
Cos Gabriel
Patti Pacholek

CORPORATE PROFILE

Mandate

THE NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY, NOW OPERATING AS THE Canada Science and Technology Museum Corporation (CSTMC), was established as an autonomous Crown Corporation on July 1, 1990, with the passage of the *Museums Act*. The mandate of the Corporation as stated in the *Act* is:



To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technological objects, with special but not exclusive reference to Canada, and by demonstrating the products and processes of science and technology and their economic, social and cultural relationships with society.

The Corporation is responsible for developing and managing a representative collection of scientific and technological artifacts and materials. The collection focuses on seven major subject areas: aviation; communications; manufacturing; natural resources; physical sciences and medicine; renewable resources including agriculture; and transportation.

Mission

To discover and share knowledge about Canada's scientific and technological heritage, in order to increase an understanding and appreciation of the role that science and technology have played, and continue to play, in the transformation of Canada.



Historical Background

The Corporation manages three museums: the Canada Agriculture Museum, the Canada Aviation Museum, and the Canada Science and Technology Museum. Each museum undertakes curatorial work and sets its own public programming activities and strategies, in recognition of the different markets and clienteles it serves. The Museums operate under a common set of corporate policies and objectives as set out in the Corporate Strategic Framework. Support services such as human resources, finance and facilities management are provided centrally.

Canada Agriculture Museum

The Canada Agriculture Museum is located on Ottawa's Central Experimental Farm (CEF). The agricultural collection, previously maintained by the federal Department of Agriculture at the CEF, was transferred to the National Museum of Science and Technology in 1979. In 1983, discussions with Agriculture Canada resulted in a cooperative project which established the Agriculture Museum in a refurbished historic barn at the CEF. In 1995, a new agreement leased additional buildings to the Museum, and transferred equipment as well as ownership of the showcase herds.

In 1998, the CEF was designated a National Historic Site by the Historic Sites and Monuments Board of Canada for its distinctiveness as a cultural landscape, for its ongoing agricultural research, and because it is a rare example of a farm within a city. In November 2002, the Canada Science and Technology Museum Corporation Board of Trustees passed a bylaw establishing the Canada Agriculture Museum as an affiliate museum of the Corporation. The bylaw was approved by the Governor-in-Council in January 2003.

The Museum offers programs and exhibitions on Canada's agricultural heritage and on the benefits and relationship of agricultural science and technology to Canadians' everyday lives. It provides visitors with a unique opportunity to see diverse breeds of farm animals which have been important to Canadian agriculture, both today and in the past. Public programming is also an important component for the Museum. Demonstrations and joint efforts with community groups and associations are some of the ways that the Museum provides outreach to Canadians.

Canada Aviation Museum

The Canada Aviation Museum (formerly the National Aviation Museum) was formed under the auspices of the National Research Council and opened to the public in a new terminal at Ottawa's Uplands Airport (now MacDonald-Cartier International Airport) in October 1960. In 1961, it was made a responsibility of the Secretary of State, reporting to the Director of the Museum of Man. The Museum's focus was on bush-flying, and on early attempts to manufacture aircraft in Canada. In 1964, most of the collection moved to Ottawa's historic Rockcliffe Airport, where it was jointly displayed with the Canadian War Museum's collection of international military aircraft, dating from the First World War to the 1950s, and with a collection of aircraft owned by the Royal Canadian Air Force, illustrating the history of the RCAF. This new, amalgamated and jointly-managed collection — named the National Aeronautical Collection in 1965 — offered a comprehensive perspective on the history and development of aviation, with a focus on Canada.





In 1967, the National Aeronautical Collection came under the control of the National Museum of Science and Technology and in 1982, its Rockcliffe site. In June 1988, a new Museum building opened at Rockcliffe Airport, providing a significantly improved environment to display and preserve most of the world-renowned collection. Although the facility did not address all of the Museum's requirements, it was the most that could be accomplished with the funds available at the time. The need for additional space and amenities was recognized, and an acknowledgment made of the need for additional funding to house the collection properly. The Museum completed phase two of its long-term site plan with the opening of the storage hangar. This now allows the Museum to move aircraft stored outside for many years into a safe environment.

Canada Science and Technology Museum

The Canada Science and Technology Museum (formerly the National Museum of Science and Technology) opened in November 1967. Although a purpose-built museum in the downtown core had been contemplated in the early to mid-1960s, when it opened, the Museum was housed at its present location: a former bakery distribution warehouse on a 12.2-hectare site at 1867 St Laurent Boulevard, on what was then the southeastern edge of the urban core. This accommodation was to be temporary because it could not provide appropriate long-term museum facilities. Over the years, the museum adapted the building to meet basic museological standards, and to address essential health and safety concerns. The Corporation continues to discuss a plan for a new museum building with the federal government.



The Museum is unique in many ways. It is the only comprehensive science and technology museum in Canada. It boasts the largest and finest collection of scientific and technological artifacts in Canada. It is the first national museum to focus a significant proportion of its resources on exhibitions and programs, and to use demonstrations and interactive methods to engage the public's attention. Despite its inconvenient suburban location and less-than-ideal accommodation, it is a popular destination for visitors and locals alike.

The Museum's collection has continued to grow, a number of exceptional collections should be noted: Measurement Canada's collection of measuring devices; the Academy of Medicine/University Health Network's collection, including artifacts from the 18th to the 20th century; and the Sylvester collection of industrial transfers which received the Cultural Properties designation in 2005. In support of the collection's ongoing growth and evolution, the Museum has a truly unique library and photographic archive, which includes remarkable holdings of trade literature from the Bickle/King Seagrave Company and Pierre Thibault Canada Ltée, who manufactured fire engines in Quebec. Finally, we have the outstanding Canadian National Railway photographic collection of over a million railway-related photographs and negatives.

CORPORATE PERFORMANCE

The CSTMC has just completed its second year of a five-year Strategic Framework, developed in 2004–2005, which states its key objectives and strengthens the Corporation's ability to measure and report on its performance.

Vision Statement

The Corporation will be a nationally recognized leader in engaging Canadians in the exploration of their rich scientific and technological culture, through our exceptional collections, innovative programs, collaborative approaches and professionalism.

Pillars of Success

The Strategic Framework contains six Pillars of Success, linked to the Corporation's Program Activity Architecture. These key areas of focus are:

Nationally Recognized Leaders

To be recognized as leaders in fostering appreciation for the scientific and technological history of Canada

Engaging Canadians

To attract and retain the attention of Canadians on the topics celebrating our achievements in science and technology

Exceptional Collections

To develop and preserve collections which are representative of and significant to Canadians

Innovative Programs

To generate Museum products that reflect scientific and technological issues relevant to Canadians

Collaborative Approaches

To engage industry and public partners in the development of collaborative opportunities which support mutually beneficial objectives

Professionalism

To promote a professional work force committed to excellence in external and internal customer satisfaction

In this second year of our five-year plan, we completed work in benchmarking and validating information to get a truer picture of what had been accomplished. Many Pillars had objectives that required the Museums to run surveys or look at information in a different way to create these benchmarks. Some Pillars have, in this second year, re-framed or re-stated their original objectives and measures to enable them to have measures that are now quantifiable.



In 1967, the National Aeronautical Collection came under the control of the National Museum of Science and Technology and in 1982, its Rockcliffe site. In June 1988, a new Museum building opened at Rockcliffe Airport, providing a significantly improved environment to display and preserve most of the world-renowned collection. Although the facility did not address all of the Museum's requirements, it was the most that could be accomplished with the funds available at the time. The need for additional space and amenities was recognized, and an acknowledgment made of the need for additional funding to house the collection properly. The Museum completed phase two of its long-term site plan with the opening of the storage hangar. This now allows the Museum to move aircraft stored outside for many years into a safe environment.



The Canada Science and Technology Museum (formerly the National Museum of Science and Technology) opened in November 1967. Although a purpose-built museum in the downtown core had been contemplated in the early to mid-1960s, when it opened, the Museum was housed at its present location: a former bakery distribution warehouse on a 12.2-hectare site at 1867 St Laurent Boulevard, on what was then the southeastern edge of the urban core. This accommodation was to be temporary because it could not provide appropriate long-term museum facilities. Over the years, the museum adapted the building to meet basic museological standards, and to address essential health and safety concerns. The Corporation continues to discuss a plan for a new museum building with the federal government.



The Museum is unique in many ways. It is the only comprehensive science and technology museum in Canada. It boasts the largest and finest collection of scientific and technological artifacts in Canada. It is the first national museum to focus a significant proportion of its resources on exhibitions and programs, and to use demonstrations and interactive methods to engage the public's attention. Despite its inconvenient suburban location and less-than-ideal accommodation, it is a popular destination for visitors and locals alike.

The Museum's collection has continued to grow; a number of exceptional collections should be noted: Measurement Canada's collection of measuring devices; the Academy of Medicine/University Health Network's collection, including artifacts from the 18th to the 20th century; and the Sylvester collection of industrial transformers which received the Cultural Properties designation in 2005. In support of the collection's ongoing growth and evolution, the Museum has a truly unique library and photographic archive, which includes remarkable holdings of trade literature from the Bickle-King Seagrave Company and Pierre-Embaul Canada Ltd., who manufactured fire engines in Quebec. Finally, we have the outstanding Canadian National Railway photographic collection of over a million railway-related photographs and negatives.

CORPORATE PERFORMANCE

The CSTMC has just completed its second year of a five-year Strategic Framework, developed in 2004–2005, which states its key objectives and strengthens the Corporation's ability to measure and report on its performance.

Vision Statement

The Corporation will be a nationally recognized leader in engaging Canadians in the exploration of their rich scientific and technological culture, through our exceptional collections, innovative programs, collaborative approaches and professionalism.

Pillars of Success

The Strategic Framework contains six Pillars of Success, linked to the Corporation's Program Activity Architecture. These key areas of focus are:

Nationally Recognized Leaders

To be recognized as leaders in fostering appreciation for the scientific and technological history of Canada.

Engaging Canadians

To attract and retain the attention of Canadians on the topics celebrating our achievements in science and technology.

Exceptional Collections

To develop and preserve collections which are representative of and significant to Canadians.

Innovative Programs

To generate Museum products that reflect scientific and technological issues relevant to Canadians.

Collaborative Approaches

To engage industry and public partners in the development of collaborative opportunities which support mutually beneficial objectives.

Professionalism

To promote a professional work force committed to excellence in external and internal customer satisfaction.

In this second year of our five-year plan, we completed work in benchmarking and validating information to get a truer picture of what had been accomplished. Many Pillars had objectives that required the Museums to run surveys or look at information in a different way to create these benchmarks. Some Pillars have, in this second year, re-framed or re-written their original objectives and measures to enable them to have measures that are now quantifiable.





THE CORPORATION MUST SHARE AND DISSEMINATE KNOWLEDGE ABOUT OUR SCIENTIFIC and technological heritage in Canada. Our goal is to have the museums be a primary source of reference for Canadians. As such, the three Museums strive to set standards of museum excellence. Success in this domain will be gauged by recognition of and demand for our services and products. In addition to museum visitors, we will monitor interest from other stakeholders, including the research community, educational administrators and the tourism sector as evidence of our Museums' high standards being acknowledged.

There are two objectives related to this Pillar:

1. To increase visits
2. To maximize national understanding and recognition of the three Museums

Together, these objectives demonstrate our commitment to and success in promoting Canada's scientific and technological legacy.

Target

To attract 700,000 on-site visits

Results

The Corporation exceeded the visit target with a total of 706,643 visits. Overall, the Canada Science and Technology Museum Corporation's three museums have increased their on-site visitor attendance by 6.8% compared to 2005–2006.

Visitor Attendance – On-site (a visit to one of the three Museum sites)

	2006–2007	2005–2006
Canada Agriculture Museum	160,821	149,649
Canada Aviation Museum	171,001	152,402
Canada Science and Technology Museum	374,821	358,808
Total	706,643	660,859

GNIZED LEADERS



GNIZED LEADERS



Target

To maximize national understanding and recognition of the three Museums*

Results

A number of performance indicators have been tracked to measure success in quantifiable terms.

National understanding and recognition have been gauged using the number of visitors to travelling exhibitions, off-site demonstrations and artifacts on loan. Another indication of the leading role that the Corporation's Museums play as sources for information and knowledge on scientific and technological matters can be measured by the number of enquiries from the public.

The Canada Science and Technology Museum's travelling exhibition *Bikes: The Wheel Story*, presented at the Telus World of Science in Calgary was enjoyed by 67,000 visitors. The Library and Information Services at the Canada Science and Technology Museum and the Canada Aviation Museum provide services to staff and external researchers based on the print materials we acquire which include unique resources. The Rare Book Collection contains 5,400 volumes and the Trade Literature collection has roughly 75,000 pieces of which 47% is catalogued. These resources are attracting an increasing number of students researching topics in the history of science and technology. The number of students, both graduate and undergraduate, is increasing rapidly as the collections become known, especially the photographic and trade literature collection.

ACHIEVEMENTS AND KEY INITIATIVES**Market Research**

The Corporation's Market Research Task Force identified market research issues and initiatives which would ensure progress in meeting corporate objectives. To this end, the Corporation, as part of a consortium of major museums and cultural attractions has participated in a series of ongoing studies designed to provide a detailed segmentation of museum visitors and non-visitors residing in the National Capital Region and their psychographic characteristics. The information has provided a clearer picture of the local market, as well as pointing to opportunities for higher rates of penetration within specific communities. The data from this study were added to the Corporation's profiles of visitor characteristics and behaviours and were reviewed by the Market Research Task Force.

Market research includes on-site visitor surveying at the three Museums. This allows us to understand the characteristics, motivations and interests of visitors to special events, audience monitoring and analysis to assist in planning promotional campaigns, and omnibus surveying to identify baseline awareness among Canadians of the Canada Science and Technology Museum's Web presence. Visitor surveys were carried out in the summer of 2006 at all three museums. The surveys were repeated at the Canada Science and Technology Museum and the Canada Aviation Museum in the winter of 2006-07.

A major initiative was finalized on standardizing visitor attendance information across the Corporation's three Museums. This new system allows for better analysis as it provides a detailed comparative breakdown of ticket sales by categories, as well as tracking such things as the redemption rates.

* The original target to increase top-of-mind awareness by 5% was re-framed due to the significant methodological challenges in effectively measuring any difference against the baseline.

Off-site Visits and Demonstrations	2006-2007	2005-2006
Canada Agriculture Museum		
Number of visitors to offsite demonstrations or events	4650	23000
Canada Aviation Museum		
Number of visitors to offsite demonstrations or events	171	7500
Canada Science and Technology Museum		
Number of visitors to offsite demonstrations or events	23000	6170

Artifacts on Loan	2006-2007	2005-2006
Total number of artifacts on loan	662	867
Total number of visitors viewing artifacts on loan	2,948,957	2,014,722
Canada Agriculture Museum	1,039,724	22,454
Canada Aviation Museum	638,080	25,471
Canada Science and Technology Museum	1,271,153	1,737,567

Requests from Researchers and the Public	Science and Technology /Agriculture	Aviation
Visits to the Collection	983	452
Public enquiries	282	140
Reference queries	1300	132
Inter-library loan requests to the public	107	24
Inter-library loan requests for staff	244	15
Researchers visiting and using the library, archival and photographic collections.	59	75
Photographic requests	103*	25

* 360 images
(photographic
and digital)
204 photocopies
218 document pages
digitized
226 Engineering drawings



Photo: Cpl Lisa Park, RCAF/Niel

Her Excellency the Right Honourable Michaëlle Jean, Governor General and Commander-in-Chief of Canada, attending to the dedication and consecration of the new stand of colours of the Air Force's 412 Transport Squadron.

Communications Strategy

The Corporation has continued to work on developing a communications strategy through an examination of the museums' branding, outreach efforts and community leadership initiatives.

Branding

At the Canada Agriculture Museum, the Corporation determined that existing branding and market segmentation were sound for their product offerings.

The Corporation undertook a full review of the Canada Aviation Museum marketing strategy and subsequently updated it. It adapted marketing objectives and strategic

approaches, identified new audience segments, and incorporated new collaborations.

The Canada Science and Technology Museum refreshed its graphic identity, projecting a contemporary and consistent image in all its communications vehicles. In 2007, its 40th anniversary year, the Museum will present a wide range of programs and events under an integrated 'Celebrating 40 years' banner.

Outreach

The Corporation developed a pan-Canadian outreach strategy for the its collection and programs. It will implement the proposed strategy, which has the potential to significantly enhance visibility while strengthening the network of partners and sponsors, once it secures funding.

The Corporation demonstrated its commitment to national outreach by renewing its travelling exhibitions program. With the circulation of *Bikes: The Wheel Story* and the future traveller **Food for Health**, the Corporation's collection and programs will be accessible to thousands of Canadians at museums and exhibition centres beyond the National Capital Region.

In 2006, all three Museums collaborated with the national museums to develop Canada's Capital Museum Passport program. This passport, geared towards the tourist and local markets, offers affordable access to a wide range of museums. The

Parade commemorating
the 65th anniversary of the
Battle of Britain.



Corporation's three Museums have increased their overall market share from 20.69% to 22.71% as compared to 2005–2006.

The Canada Agriculture Museum celebrated the opening of its **Food for Health** exhibition and website in March 2007. **Food for Health** combines hands-on interactive components, multimedia technology, historical artifacts and graphics to showcase Canadian initiatives that ensure our food is as safe as possible. The project has three parts: the exhibition itself, which will travel starting in early 2008, a website supporting the exhibition and educational material designed to travel in suitcase displays.

Throughout the year, the Canada Aviation Museum outreach efforts have benefited from its ongoing collaborations, new initiatives and partnerships. Examples include: the Battle of Britain Parade hosted with the Department of

National Defence and the Air Force Association of Canada and the Change of Colours ceremony for CF Squadron 412 attended by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada.

Leadership in the Museum Community

Fulfilling their leadership role in the Canadian museum and science centre communities, members of the Corporation's staff sat on the organizing committees of two major conferences this past year. Staff was integral to the organization and hosting of the annual conference of the Canadian Association of Science Centres in the fall of 2006 at the Canada Science and Technology Museum campus with an evening reception held at the Canada Aviation Museum. At the Canadian Museums Association's 60th annual conference held in Ottawa in March, the Canada Science and Technology Museum hosted a successful Science Night and the Canada Aviation Museum played host to an evening reception.

Facilities

In order for the Corporation to fulfill its mandate, it requires proper housing facilities for its collection and public activities. The Corporation maintains three very different cultural properties over seven sites, each with its own concerns and issues.

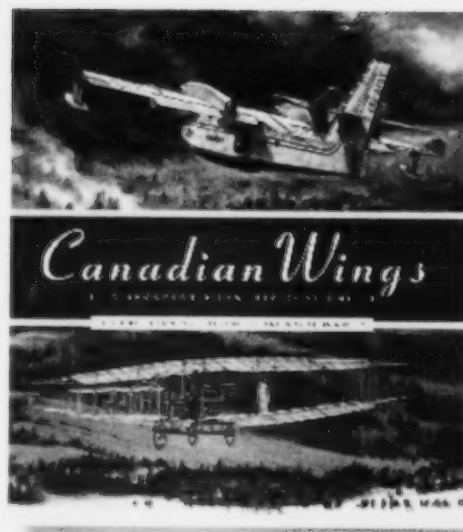


The first priority this year was continuing to pursue a new facility for the Canada Science and Technology Museum.

The first priority remained a pressing need to secure appropriate accommodation for the Canada Science and Technology Museum. As time goes on, the infrastructure becomes more difficult and expensive to maintain while the risks to the artifacts in the overcrowded facilities increase. Members of museum staff continue to review accommodation issues and discuss options with the Department of Heritage and have developed a plan to increase the connections between the Museum, our collection and all Canadians nation-wide. Research continues as we investigate cost-effective ways to make the collection more accessible, explore new building technologies and ensure that best practices in museum planning are incorporated into updated plans.

The second priority for the year was securing the funds to operate the new storage hangar at the Canada Aviation Museum, stabilize some infrastructure concerns and explore the prospects for capital funding for future phases.

The second priority continues to be securing sufficient funding to operate the hangar at the Canada Aviation Museum. This year, the Corporation succeeded in securing one-time funding from government for operating costs, however, a long-term solution is still being



pursued. Priority investment funds from government were also obtained to integrate and build an auditorium, classrooms and a re-configured lobby for the Museum. This will also allow a new retail space to be integrated into the lobby, permitting visitors to exit through the retail space. The Corporation was also able to secure government funding to address a number of long-term issues. They include investigative work to rectify problems with more than four kilometers of aging underground piping. Environmental

and safety concerns will also be addressed along with some life-cycle replacement of the Museum building envelope.

The third priority was continuing to seek approval for the Canada Agriculture Museum master plan in conjunction with the development of a Central Experimental Farm National Historic Site Management Plan.

The third priority was the Canada Agriculture Museum's Site Master Plan. The Plan has been approved by both Agriculture and Agri-Food Canada and the National Capital Commission with an amendment to reflect the provisions of the National Historic Site Management Plan for the Central Experimental Farm.

Government funds were also received for this site to deal with health and safety issues. The reconstruction of a hay shelter has been undertaken with completion planned for the first quarter of the 2007–2008 fiscal year.

Publishing

The Corporation will focus on print publishing in this section and will focus on electronic published documents in the Engaging Canadians section.

The Museums' curatorial staff endeavors to provide access to the collection through publishing, presentations to museum audiences, as well as to specialists at

national and international conferences. Four peer-reviewed publications, eleven conference papers, and twenty-four articles and other publications have been written by the staff at all three Museums.

This year saw the completion of *Canadian Wings: A Remarkable Century of Flight*, a book published in collaboration with Douglas & McIntyre, based on the Museum's aircraft and photographic collections. The book is in full colour and in both official languages. It contains stunning images of the Museum's aircraft and artifacts.

Transformation Series # 14, *Setting Course: A History of Marine Navigation in Canada*, was published this year. *Setting Course* deals with tracing the evolution of navigational technologies and their application to marine transportation over the last 500 years with particular emphasis on Canada.

This year, the Canada Science and Technology Museum produced its final issue, #62 of *Material History Revue*. This major bi-annual review has been produced by the Museum since 1990. This was a major undertaking by staff over the years. The publication has now been assumed by Cape Breton University and re-titled *Material Culture Review*.



THIS PILLAR OF SUCCESS FOCUSES ON ATTRACTING AND RETAINING THE ATTENTION of a broad range of Canadians on topics related to science and technology, and their impact on the development of Canada. This involves outreach to increasing numbers of Canadians and international visitors through Web-mediated experiences, while ensuring that corporate offerings are either directed to or drawn from culturally diverse sectors of the population, reflecting the composition of Canadian society.

There are two objectives related to this Pillar.

1. To increase the number of Web visits to our websites.
2. To develop and direct new offerings to diverse audiences.

Together, these objectives will ensure that the number of Canadians able to participate in Museum offerings will rise and that those offerings reflect the multicultural composition of Canada.

Target

The Corporation revised its target for sites to 2.5 million Web visits for 2006–2007, based on stricter standards Web visitation reporting.*

Results

This year, the Corporate websites had more than 2.48 million Web visits

* The Corporation initially established an objective of 3.5 million web visits for the 2006–2007 year; however, the Corporation instituted more rigorous filtering of web statistics at the start of the 2006–2007 year, to provide a better representation of our visiting audiences. Activities of search engine web crawlers and internal visits from staff are now filtered out of our reported web results. On this basis, results from 2005–2006 were recalculated to be 1.9 million (as opposed to 2.5 million reported that year). In line with this new reporting standard, we revised our target for 2006–2007 to 2.5 million Web visits.

Target

The Corporation committed to target a minimum of 10% of its new offerings to diverse audiences.

Results

Data analysis towards the end of the fiscal year identified an overall total of 395 such offerings. Of them, less than 3% target specific groups, although many do reflect the diverse makeup of Canadian society.

However, of the 25 offerings which were developed during the 2006–2007 fiscal year, six — or 24% — were deemed to be directed towards diverse audiences. This finding indicates that the Corporation more than met its minimum target.

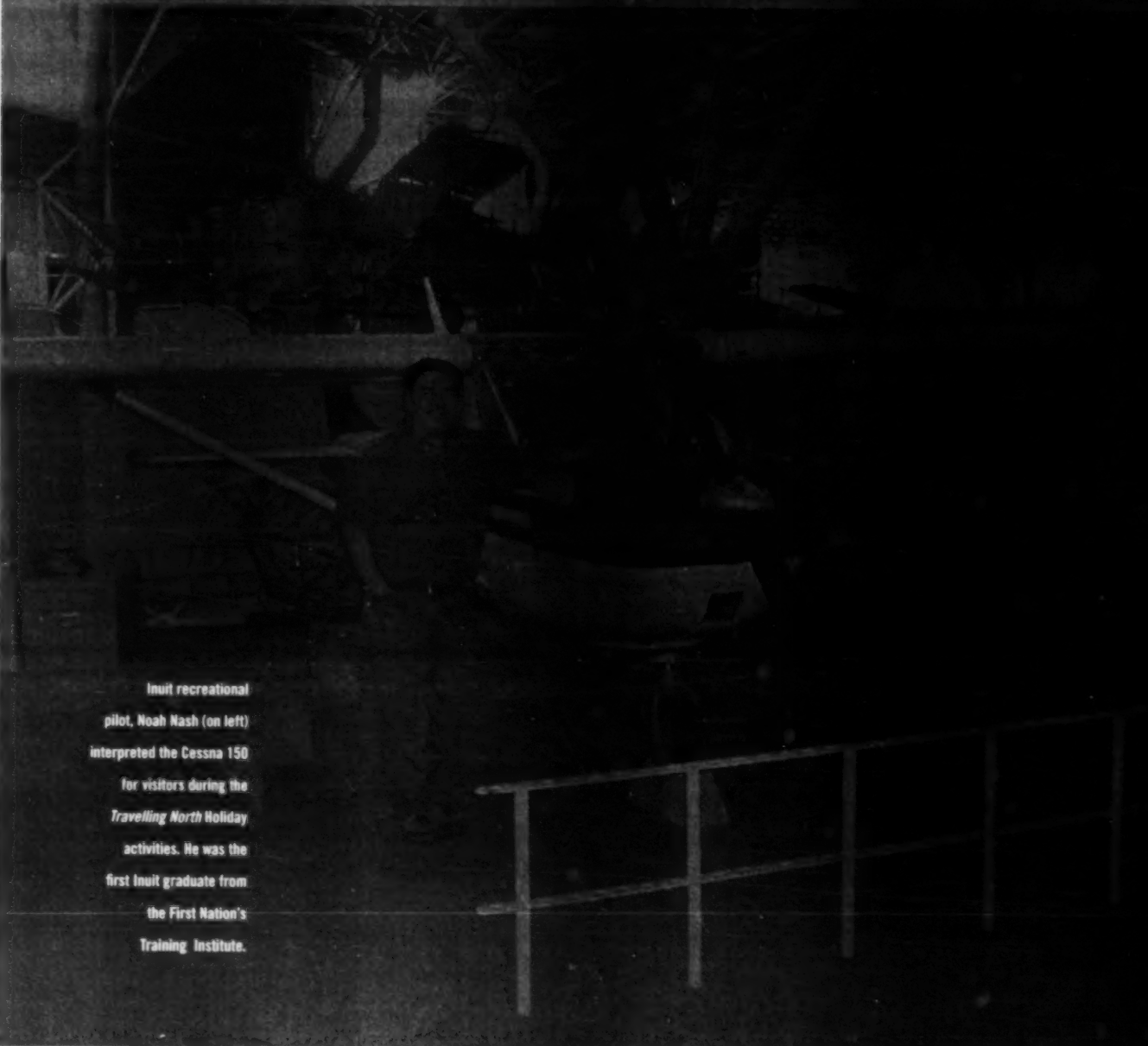


Target
10% of its new offerings to diverse audiences



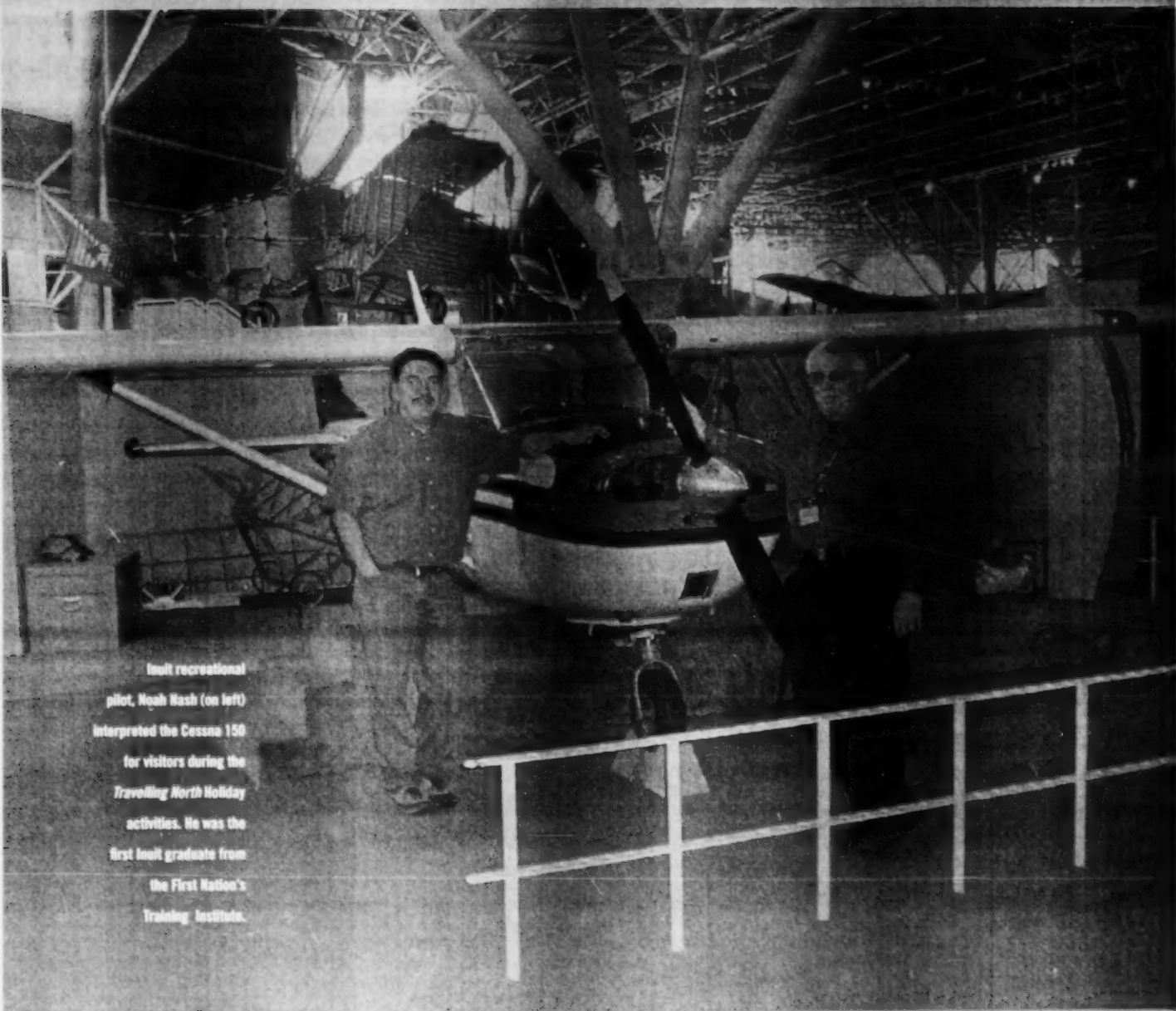
Result
24% — were deemed to be directed towards diverse audiences

ANS



Inuit recreational
pilot, Noah Nash (on left)
interpreted the Cessna 150
for visitors during the
Travelling North Holiday
activities. He was the
first Inuit graduate from
the First Nation's
Training Institute.

ANS

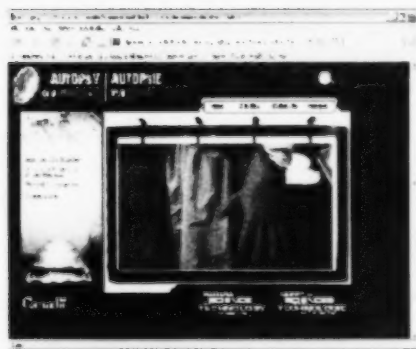


Inuit recreational pilot, Neah Nash (on left) interpreted the Cessna 150 for visitors during the *Travelling North* Holiday activities. He was the first Inuit graduate from the First Nation's Training Institute.

Website Visitation

	2006-2007	2005-2006	2006-2007 Average Minutes	2006-2007 Page views
Museum				
Agriculture	172,876	143,250	5.64	432,909
Aviation	509,887	443,348	8.65	2,584,713
Science and Technology	1,154,661	986,621	7.72	2,717,482
CN Collection	382,198	202,725	12.11	1,824,686
<i>Picturing the Past</i> website	23,396	850	9.38	70,725
Corporation	202,797	131,107	5.45	280,348
E-Commerce	33,308	**note	7.22	178,061
Total	2,479,123	1,907,901	8.27	8,088,924

** not reported separately in previous years



To ensure that we met this goal, we revised and expanded the mandate of the Corporation's Diversity Committee to reflect its responsibility for encouraging, and reporting on, efforts to achieve this objective. At the same time, we established separate diversity committees within each of the Corporation's three Museums. Discussion of

the definition of "offerings" for this objective resulted in a decision that it would include programs and activities such as educational programs, exhibitions, multimedia educational products, and publications, but not commercial products.

During 2006-2007, the Corporation worked with seventeen diversity partners, either on a continuing basis or for specific events. This is an increase of six partners over the previous year. Much of the increase was due to the Corporation developing links with a

number of organizations representing the Inuit population in the National Capital Region.

ACHIEVEMENTS AND KEY INITIATIVES

Information Technology/Web Development

- The Corporation outlined an Information Technology (IT) plan to staff. A technology road map will be fleshed out over 2007-2008.
- The Corporation also developed a multi-year Web plan. The plan highlights major Web initiatives, and outlines six strategic priorities for the Web:
 - ensuring our Web activities are user-focused;
 - adopting current standards and technology;
 - sharing the rich content and knowledge of our institutions;
 - building on the authority of our institutions;
 - improving practices to facilitate Web activities; and
 - pursuing opportunities for revenue generation.



Major Dee Brasseur

The Corporation aims to be a leader among educational and cultural heritage websites on science and technology, with an emphasis on Canadian achievements.

Canada Science and Technology Museum Website Renewal

The Canada Science and Technology Museum initiated a multi-year project for comprehensive renewal of the Museum's website. The site is being rebuilt with a user-focused approach, and will employ current standards and technology. The renewed website will be a more effective way to showcase the Museum's exceptional collection, knowledge, research, images, archival material, and information related to exhibitions and programs. Market research for the project began in 2006–2007, by surveying website users and Canadians in general and targeting them with questionnaires on the website, a move that complemented ongoing quantitative analysis.

Project milestones include

- Content Inventory and Market Research: February – May 2007
- Updates to existing site: March – August 2007
- Content audit: Summer 2007
- Audience chart: September 2007
- Build and Test: 2007–2008
- Official Launch: early 2009

Web Products

Canada Agriculture Museum

The Canada Agriculture Museum launched **Food for Health**, a new website that features the content of the exhibition of the same name and on-line educational activity kits, *What's to Eat*, *Properties of and Changes in Matter: Bread and Dairy Days*. These two educational activity kits not only complement school programs offered at the museum, but they offer educational resources in agriculture for teachers, educators and parents everywhere in Canada.

Canada Aviation Museum

The Canada Aviation Museum continued work on enhancements to the aviation collection section, which will include better access to the aircraft collection, as well as design and architecture improvements to the overall site.

- The Museum had a major Web offering in production, supported by the Canadian Culture On-Line Program (CCOP). "Brushstrokes and Wingtips: Painting Canada's skies" will showcase the Museum's aviation art collection and archival photographs on-line in a narrative which will illustrate the impact of aviation on Canadians. By developing this offering for the Web, it makes this material readily accessible to all Canadians. This project illustrates some aspects of the technological development of Canadian aviation and, the significance of Canadian aviation art depicting events from the early years of the 20th century until the 1990s.

- A second project "No where else has aviation played a greater role than in Canada" demonstrates the evolution of the flying machine, the increasing range of its use, and the acceptance of this new technology in people's lives. This story will be illustrated primarily through the historic photographs from the Kenneth M. Molson archival collection. Mr Molson, one of Canada's leading aviation historians, was the first curator for the Canada Aviation Museum from 1960 until 1967.

Both these projects were done in collaboration with the University of Ottawa's Community Service Learning Centre program.

- The Museum also produced a photographic Web essay, "And Look after Our Coast" about The Royal Canadian Air Force and the production of coastal defense aircraft in Canada between 1936 and 1939.

Canada Science and Technology Museum

- The Canada Science and Technology Museum launched the **Picturing the Past/ Histoires en images**, a new subset website launched with three photo essays prepared under the direction of staff. There are three conventional essays, and an animated essay entitled *Dear Ellie: Letters from the West*. Staff along with a combination of volunteers and Carleton University master's students were involved in these essays. The animated essay *Dear Ellie* has a component designed for educators and has received praise from teachers across Canada. These essays are largely based on the CN photo collection in our archives.



- The Museum launched a new virtual school program, providing opportunities for Canadian teachers and students to explore the *Science and Engineering Hall of Fame*.
- The Museum also launched a micro-website including program information, activities and links to support the new exhibit **Autopsy of a Murder**.
- The Museum published a new on-line Collection Profile – *From the Stove to the Electric Range*.
- It added a major new section dedicated to Aboriginal peoples to the CN Images of Canada gallery.
- One of the Museum's historians has researched and written a series of chapters detailing the history of the Canada Science and Technology Museum. The series is entitled *Origins: A History of the Canada Science and Technology Museum* and the first chapter was prepared for the website. Subsequent chapters will be produced in the upcoming year.
- Several collection profiles which are now in different production stages. They deal with specific artifacts within our collection: Karsh and his collection, Pequeganat clocks, and the Albany Sleigh.

E-commerce

E-commerce services, including boutiques, membership, donations and conference registrations, generated more than \$58,000 in revenue in 2006–2007. This was a significant increase to the \$48,950 generated last year.

Diversity and First Peoples

- The Corporation maintained its active membership in the Canadian Aboriginal Science and Technology Society. It also continued to pursue opportunities for assignments for participants in the Canadian Museum of Civilization Aboriginal Training Program in Museum Practices. A former participant in the program at the Canada Science and Technology Museum helped present a paper on diversity in museums at an international conference of the National Council on Public History.
- The Canada Aviation Museum selected the theme “Travelling North” for its special holiday programming from December 23 to January 7. A wide variety of programs and activities explored how aviation and the Inuit in Canada are closely linked. Contacts and content were developed throughout the year with the collaboration of four Inuit organizations.
- Toward the end of the year, the Canada Science and Technology Museum hired two Aboriginal researchers on contract to study collecting strategies related to Aboriginal technologies in museums in Canada and the United States.
- The Canada Aviation Museum once again represented the role of women in aviation through a presentation by Major Dee Brasseur, one of the first female pilots of the CF-18 jet fighter, during its March Break programming.
- The Canada Science and Technology Museum collaborated with the Embassy of the People's Republic of China to host an exhibit tracing the exploratory voyages of a Chinese admiral in the fifteenth century and displayed an array of technology and invention for Black History Month in February of 2007. The Museum was also proud to be the host location for six citizenship ceremonies for 774 new Canadians. Some 896 friends and family members participated in the ceremonies.

Diversity in our workplace

In 2006–2007 we hired a number of members of the employment equity designated groups on a permanent, term and casual basis. The Corporation has also tried to cultivate relationships with a diverse group of students, to encourage skill development for possible positions within the Corporation when they graduate.

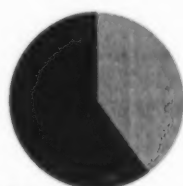


Diversity in our communities

- The Canada Agriculture Museum reflected the diversity of the Canadian population when planning and producing the exhibition, educational materials and website comprising its **Food for Health** project launched in February.

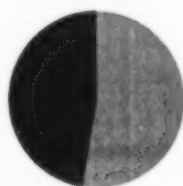
EXCEPTIONAL COLLECTION

THIS PILLAR OF SUCCESS SUPPORTS THE CORPORATION'S MANDATE TO ESTABLISH, maintain and develop a collection of national scientific and technological objects that are representative, significant and recognized. The Corporation strives to meet the needs of the general public, educators, historians, curators and enthusiasts. It is important that the Corporation tries to ensure accessibility of the collection for all Canadians.



Target

To complete 40% of the Collection Development Strategy



Result

53% of the Collection Development Strategy (CDS) completed

There are three objectives, related to this Pillar:

1. To advance the Corporate Collection Development Strategy
2. To appropriately house the Corporation's collection
3. To document the Corporation's collection

Together these objectives aid in the development and preservation of a collection of objects which are representative of and significant to Canadians.

Target

To complete 40% of the Collection Development Strategy

Result

The Corporation has, in fact, exceeded its objective for the current year by achieving 53% completion of the Collection Development Strategy (CDS).

Collection Development Strategy Milestones

	Historical Assessments Planned	Historical Assessments Completed	Collection Assessments Planned	Collection Assessments Completed	% of CDS Completed
Agriculture	8	3	13	4	33 %
Aviation	7	—	8	1	7 %
Communication/ Graphic Arts	15	12	13	5	61 %
Natural Resources	19	15	18	6	57 %
Physical Sciences and Medicine	14	11	11	7	72 %
Transportation	19	16	15	4	59 %
TOTAL	82	57	78	27	53%*


* With 84 of the 160 planned assessments having been completed, 53% of the CDS is now complete

LECTIONS



The Canada Aviation Museum
acquired a Bristol F.2B Fighter
aircraft, Guy Black, the original
owner, is shown posing with
the aircraft.

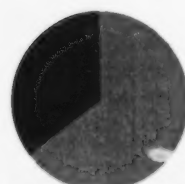
LECTIONS



The Canada Aviation Museum
acquired a Bristol F.2B Fighter
aircraft. Roy Black, the original
owner, is shown posing with
the aircraft.



Target
To appropriately house
55% of its collection



Result
65.5% of the collection was
adequately housed

Target
To appropriately house 55% of its collection

Result
In 2006–2007, 65.5% of the collection was adequately housed.

The Corporation has established standards for the preservation of the collection based on conservation research and best practice. The standards are not static but are revised periodically in response to new conservation research and industry standards. The environmental and housing analysis per building is found in Table 1.

Table 1 – Environmental and Housing Standards and Performance Indicators

Preliminary Building Assessment Results 2006–2007

	Compliance Goal 100 %
Agriculture	59.5 %
-Tractor Exhibition	57 %
-Food for Health	62 %
Aviation	73.5 %
-Museum Building	71 %
-Hangar	76 %
Science and Technology	63.5 %
-Museum Building	62 %
- 2380 Lancaster storage area	72 %
- 2421 Lancaster storage area	58 %
- 2495 Lancaster storage area	62 %

Percentage of Artifacts Documented*

	Agriculture	Aviation	Science and Technology	Corporation
Fully Documented	48.0%	19.9%	52.3%	47.9%
Requiring Further Documentation	52.0%	80.1%	47.7%	52.1%

*Documentation on each item includes all original records, in addition to information about the item's significance, function, as well as the history of its use and former owners.

Percentage of artifacts with Conservation Reports

	Agriculture	Aviation	Science and Technology	Corporation
Percentage of Artifacts with a report and/or assessment	61.18%	17.64%	34.48%	34.01%

Additions to the Library and Archives

	Science and Technology/ Agriculture	Aviation
Monographs added to collection	647	204
Rare Book collection (could be new items or transfers from existing collections)	44	2
Periodicals (various issues active and no longer published)	206	2
Special Collection - Trade Literature (manufacturer, donor, date, subject classification)	847	24

Target

To document 53% of the Collection

Result

47.9% of the Collection has been fully documented.

ACHIEVEMENTS AND KEY INITIATIVES

Collection Development Strategy

The Corporation's Collection Development Strategy (CDS) began when we developed the conceptual theme of the "Transformation of Canada." This is the framework for organizing how we collect and undertake historical research. This research gives rise to Historical Assessments (HA), which identify and analyze the important concepts, ideas, objects and issues key to each main collection area. The Historical Assessment in turn is the basis for Collection Assessments (CA). These have three sections: the ideal collection, a profile of the existing collection, and collection needs. The latter of which is identified by comparing the ideal collection to the existing collection. This process identifies artifacts or classes of artifacts to be acquired or to be removed from the collection. The CDS thus includes vital information about the items which permit the Corporation to make informed decisions on collection content.

The Corporation reviewed and approved the Collection Development Strategy in January 2006. This review reaffirmed the Corporation's thematic framework, updated procedures, and clarified the process for Collection Assessments, as well as, updates for Historical Assessments.

Historical Research Plan

Historical research directed at the themes and sub-themes of the Transformation of Canada forms a body of knowledge which covers the most important aspects of each major subject area. Central to the research program is the identification and analysis of important concepts, ideas and issues key to the historical development of each main subject area.

This year, the Historical Research Plan, which included primary research leading to the development of new Historical Assessments and Historical Assessment updates as well as secondary research projects. It was to be suspended for the first year of the planning period in order to allow staff historians the opportunity to participate fully in the review of the Collection Development Strategy and to assist in drafting a Corporate Research Policy. Nevertheless, many of the projects listed in the Historical Research Plan for 2005–2006 were completed or are on schedule because certain other projects were completed expeditiously. (See Table 2, page 32)

Collection Assessment

The primary purpose of the Collection is to help people understand the transformation in Canadian life which has resulted from science and technology. For a focused collection we must identify and acquire the objects and supporting documentation which best reflect a historical framework, and remove materials not consistent with this framework.

Once an Historical Assessment (HA) has been completed, a Collection Assessment (CA) is prepared (See Table 3, page 34). There are three sections that need to be considered: an ideal



Target

To document 53% of the Collection



Result

47.9% of the Collection has been fully documented

Table 2 – Historical Research Plan (Forecasted)

Major subject areas	Topics	Status
Multi-disciplinary	Exhibition Research - <i>Canadian Science and Engineering Hall of Fame</i>	Research completed for 2007 inductions
Agriculture	Canadian Agriculture: Review of Existing Primary Research	Delayed to 2007–2008
	Historical Assessment: Textiles II	Started; completion 2007–2008
Aviation	Research Report: Ballooning	Primary research document completed
	Historical Assessment: Bush Flying	Primary research document is being reviewed and updated; completion 2007–2008
	Historical Assessment: Piston and Jet Engines	Added to the research plan; completion 2007–2008
Communications	Historical Assessment: Sound Recording update	Completed
	Historical Assessment: Electronic Music	First half complete, completion by summer 2007
Manufacturing	Historical Assessment: Textile II	See under Agriculture
Physical Sciences and Medicine**	Historical Assessment: Scientific Instruments - Update	Updated as information becomes available
	Historical Assessment: Information Technology	Completed
Transportation	Historical Assessment: Highways and Society	Completed
	Historical Assessment: Underwater Mobility (formerly Ocean Sciences)	Started early; completion in 2007–2008

** Note: Scientific Instrumentation was re-named Physical Sciences and Medicine in 2006

collection, a profile of existing collection, and the needs of the collection. To get the latter, we compare the ideal collection to the collection profile, which identifies artifacts or classes of artifacts to be acquired. Collection Assessments are increasingly being used to establish a rationale for artifact acquisitions.

Collection Acquisitions

The Collections and Research Division handled several hundred offers of artifacts — as usual, only about 5% of these could be accepted. The total number of lots acquired in 2006–2007 was 79. A number of these artifacts deserve particular mention.

The Canada Aviation Museum was pleased by its acquisition of the Canadair Challenger as well as a Bristol Fighter aircraft.



BRISTOL F.2B FIGHTER

The Bristol Fighter seen taxiing, most probably during the taxi trials that preceded its first test flight in the spring of 2006. It later made several demonstration flights at historic Duxford Aerodrome before being acquired by the Museum later that year.

Prior to its acquisition by the Museum in 2006, the Bristol Fighter is seen being prepared for flight at historic Duxford Aerodrome in the United Kingdom. As the aircraft is not fitted with an electrical starter, the propeller was "swung" using a Hooks Starter, a common aircraft starting method employed during the 1920s.



THE OUTBOARD MERCURY OPTIMAX MOTOR, 1998

One of the five small-craft motors identified in an internal report as being one of the most representative in Canada for pleasure boating between 1970 and 2004. It represents Mercury's solution to ensure the continued existence of two-stroke outboard motors given new stringent environmental regulations.



CLEVELAND BICYCLE

Cleveland 61 racing bike, circa 1898, built in Toronto under licence by Lozier and Company, one of the five early Canadian manufacturers that joined together to form CCM. This bike was purchased on eBay — our first foray into that arena.



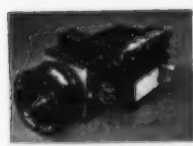
PEQUEGNAT FLOOR CLOCK

This is the first clock to be added to our extensive collection of Arthur Pequegnat (Berlin/Kitchener, Ontario) clocks in three decades. It was purchased at auction in Nova Scotia and is a Halifax model dating from circa 1920.



CONSOLIDATED OPTICAL LEVEL

Designed and built by Thomas Pocklington in Toronto circa 1920, this survey instrument and other tools, manuals and instruments used by this instrument maker and joins the Brightly dividing engine (1892.1776) acquired as a cultural property from Pocklington's firm.



FOREST FIRE CAMERA

The infrared aerial camera adapted to work through clouds and smoke and detected fires of various sizes. It was used by the Canadian Forest Service to detect experimental and actual forest fires throughout Canada in the late 1980s and 1990s. This unit was produced in 1985 and delivered to Canada in early 1986. This was the first working unit of the thermal scanner 9400 Series produced by Barr & Stroud, and carries a serial number of 101.

Table 3 – Collection Assessment Plan

Major Subject	Topic	Status
Agriculture	Threshing Machines	Completed
Aviation	Engines	Delayed to 2008–2009
Communications	Radio	Completed
Natural Resources	Forest Harvesting	Delayed to 2007–2008
Physical Sciences and Medicine	Exploration and Survey	Initiated, completion in 2007–2008
Transportation	Rail	Delayed to 2007–2008

Collection Management

Collection management encompasses the activities required to manage objects accessioned into the collection. These fall into two categories: record-keeping and conservation.

Record-keeping

The Corporation maintains records for each item in the collection from three perspectives: location and current use, history of the item, and condition. The Corporation maintains rigorous inventory control of all collection items, to ensure that each one can be located at all times. A computerized inventory control system is updated regularly, and tracks whether an item is on loan, on display in an exhibition, or in storage. In addition, the Corporation

conducts quarterly collection inventory audits to ensure collection records accurately reflect artifact locations.

Documentation for each item includes all original records pertaining to the identity, provenance, and legal title of the item. Information regarding significance, function, history of owners, and use is prepared in a standard format for computerized storage and retrieval.

This year, a new Documentation Standard was developed based on a standard developed in the early 1990s. For an artifact to be considered fully documented the following information must be in place:

- information in both the Manufacturer and Materials fields,
- information in one or both of the Significance fields, and
- an image of the artifact.

Following documentation, and in conjunction with the implementation of new collection management software, the Corporation will be able to link the Corporation's website to 113,000 digital images of objects in the collection, making the collection accessible on-line for all Canadians.

Conservation

Each object has a conservation report to evaluate the physical condition of artifacts, and to define long-term conservation treatments. Conservation reports are intended to be a state-of-the-collection health checklist, which identify any type of threat to an artifact in time for remedial action to be taken. This reporting provides a benchmark for the condition of an object, when it was initially evaluated, and then following each subsequent use – whether in an exhibition, a program, or for loan purposes.

Housing the Collection

The Corporation's ability to house its collection appropriately is directly related to the collection development process (which identifies the items for accession and de-accession), the Corporation's ability to provide environmental controls, and an adequate amount of space. Notwithstanding these constraints, measurable improvements continue to be made in the quality of collection storage.

The Environmental and Housing Standards and Performance Indicators (EHSPI) document was completed and approved in late 2005. Comparing these new standards against

current corporate facilities began in April 2006. The Canada Science and Technology Corporation has a total of seven buildings which house or display collections. This will be the first time corporate facilities are assessed using the EHSPI which will provide us with the necessary data to upgrade housing and environments to all buildings. The EHSPI was also subject of an external audit by a private contractor of which the comments and recommendations were very constructive. One of the main recommended changes to the standards, from the auditor, was the addition of standards for display areas at all three Museums. Conservation will be adding an addendum the current standards in 2007 that deal specifically with display areas.

The preliminary building assessment results are outlined in Table 1. We assessed each building individually against the standards in hope of reaching 100% compliance. We then combined the total percentages of each building for each of the museums and determined an average compliance percentage. Conservation and Facilities Services will be working jointly over the next fiscal year to rectify some of the more problematic areas such as gaps in doors, light levels and environmental controls. Once we establish new display standards, we may consider dividing the EHSPI into two sections, one covering Housing issues and the other Environmental issues. These corrective measures will help support our commitment to preservation and bring us closer to our corporate target.

INNOVATIVE PROG



THE INTENT OF THIS PILLAR OF SUCCESS IS TO ENSURE OUR AUDIENCES AND stakeholders – the Canadian public – receive excellent value from the programming initiatives of the three museums. Our programs are designed to share knowledge through a range of educational product offerings: including exhibitions, classroom workshops, public lectures, print publications and websites.



Target

Address contemporary issues within 15% of the Corporation's offerings



Result

Addressing contemporary issues in 16% of the Corporation's offerings

There are two objectives related to this Pillar:

1. To address contemporary issues relevant to Canadians
2. To provide access to our educational content through multiple types of offerings

Together, these objectives maximize the reach and the impact of our programs.

Target

To address contemporary issues within 15% of the Corporation's offerings.

Results

In 2006–2007, we surpassed this objective by addressing contemporary issues in 16% of the Corporation's offerings. There were 45 programs delivered showcasing new technologies. This was a significant increase over the 9% of the previous year of which represented 22 programs. Some examples include:

- **Autopsy of a Murder** exhibition and website
- Criminal Science Investigation school program
- **Food for Health** exhibition website and school programs
- *Adventures in Robotics* summer camp

RAMS



RAMS



- *Black History Month* programming
- **The Challenge of Whooping Cough in Canada** exhibition
- Military aircraft prototype on exhibit

Number and Type of Discreet Components (product offerings)

	2006-2007	2005-2006
Number of components	455	395
Number of exhibitions	40	
Number of programs	185	
Number of publications	115	
Number of multimedia components	115	
Number of programs showcasing new technologies	45 (16%)	22 (9%)

Target

To develop 15% of programs with multiple means of delivery.



Target

15% of programs with multiple means of delivery.

Results

The Corporation exceeded the 2006–2007 target with 20% of the programs or 55 out of 274 programs having been developed with multiple means of delivery.



Result

20% of the programs have been developed with multiple means of delivery

Number of Products with Multiple Means of Delivery

	2006-2007	2005-2006
Number of Museum products	274	395
Number of products with multiple means of delivery	55 (20%)	53 (21%)



ACHIEVEMENTS AND KEY INITIATIVES

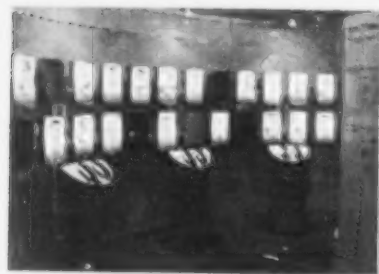
Major New Products and Exhibitions in 2006–2007

- **Food for Health**, at the Canada Agriculture Museum, is a combination of a travelling exhibition, website, school program, and educational, suitcase-style mini exhibits. The **Food for Health** travelling exhibition opened at the Canada Agriculture Museum on March 9. Visitors have been enjoying the interactive and informative exhibition that focuses on making healthy food choices and explores food safety on the farm, in the processing plant, in transit and at home. By the end of the year, nine venues across Canada were in negotiation to host the exhibition. At the same time, all of the exhibition content has been formatted for the Web, and the resulting **Food for Health** website is a comprehensive

resource, available to all Canadians with Internet access. Two school programs are on offer and demand is high, resulting in a substantial increase in bookings over previous years. The suitcase-style exhibits are in development and will be finalized on time for the exhibition's travel tour, beginning in January 2008.

- The Canada Aviation Museum completed an extensive readjustment of its permanent displays following the movement of much of the collection to the storage facility. This effort has received very positive feedback from Museum visitors and clientele. In concert with this project, the Museum was finally able to offer fascinating behind-the-scenes Storage Wing tours to visitors, who have been very engaged both in numbers and in praising the quality of their experience.
- A highlight for 2006–2007 at the Canada Aviation Museum was the release of a high quality publication, *Canadian Wings: A Remarkable Century of Flight*. This product offering is only the first of a number of programs building toward 2009, the 100th anniversary of powered flight in Canada. Work began in earnest in 2006–2007 on a series of exhibition modules that will open in the museum in February 2009. As well, major Web initiatives are also in progress.

- **Autopsy of a Murder** – a partner project between the Canada Science and Technology Museum, the Montreal Science Centre (producer), and the Musée de la civilisation, Quebec – combining an exhibition, special programming events, and multimedia components. The exhibition opened at the Canada Science and Technology Museum in September 2006 to a great deal of popular and media interest, arguably the highest in the last decade. In this exhibition, visitors age 10 and older can use the tools and techniques of forensic science to solve a murder mystery. To capitalize on the exhibition content, the Museum experimented with programming aimed at high school audiences. The resulting "Forensics" school program was very popular, drawing a previously under-represented market. March Break programming and a popular website round out this highly successful product.



Canadian Science and Engineering Hall of Fame

In 2006–2007, the Canada Science and Technology Museum planned an evaluation of this important program. A consultant was engaged to conduct a study into optimizing the Hall of Fame product. The results of the study helped staff design a new approach for the **Canadian Science and Engineering Hall of Fame**, to take full advantage of the product's potential to reach and inspire Canadians across the country.

The Hall of Fame includes a dozen separate product offerings of four different types, including an exhibition for young adults; an annual Induction Ceremony event for the science community; an informational website for youth; an interactive on-line invention gallery for children; a school program offered at the Museum for Grades 5 to 8; and a publication for a general audience available in print and on the Web. The website included our first virtual program and it has proven highly successful. It was accessed by more than 5,000 educators in its first four months. With exciting opportunities on the horizon, and a clear plan for steady and strategic renewal of the Hall of Fame product offerings, there is every indication that the **Canadian Science and Engineering Hall of Fame** will flourish as an important program in the years to come.

Contemporary Issues Research Program

In 2006–2007, the Corporation made a decision to develop subjects that respond to areas of interest identified through the Contemporary Issues Research Program, such as health and the environment. Examples of topics now being developed into product offerings include food and health, forestry in Canada, medical imaging, biotechnology, the Canadian transportation industry, and women's contributions in science and technology.

New Product Development Process

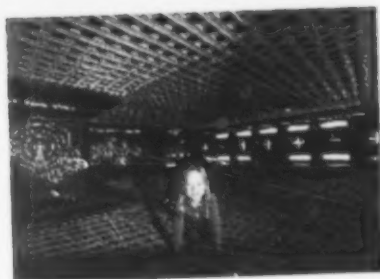
Process testing and implementation proceeded as expected in 2006–2007:

- Project teams for three identified pilot projects applied process tools to their work and provided valuable feedback to the process improvement team.
- Product Development Process Committee members were actively engaged in coaching staff and management, facilitating brainstorming sessions and providing advice to product development teams.
- The Product Development Process was integrated into corporate decision-making practice.

In addition to the three pilot projects, seven other product proposals were submitted in 2006–2007 using the tools and activities

associated with the process. This natural adoption of the process and its tools points to a significant and positive culture shift that will strengthen cooperation, integration and professionalism across the organization. Selected examples of products submitted through the Product Development Process in 2006–2007 include:

- *Bee Keeping Technology* – exhibition, public programs and website (pilot project)
- *Black History Month* – programming
- *Canada Science and Technology Museum 40th Anniversary* – activities
- *Canadian Wings 2009: A Remarkable Century of Flight* – exhibition and educational programs (pilot project)
- *Medical Imaging* – exhibition, public programs and publication (pilot project)
- *Nortel Connexions* – exhibition update and programming activities
- *Park Car Murals* – Murals depicting famous Canadian parks commissioned in 1953 by The Canadian Pacific Railway for its newly equipped trans-continental service "The Canadian."





THE COLLABORATIVE APPROACHES PILLAR OF SUCCESS REFLECTS THE REALITY THAT the Corporation cannot increase the quality and range of its offerings by acting in isolation. It is also important that the Corporation continue to fulfill its obligations on a national level across Canada.

Though collaborative approaches can take many forms, the objectives chosen for this pillar in this past year have a financial thrust. The need to augment the Corporation's revenues through sponsorship activities has been deemed to be paramount.

The CSTMC has a solid base of experience upon which to build. In conjunction with the New Product Development Process, the Corporation is becoming adept at creating products that meet the needs of the Corporation, while also addressing the business objectives of potential sponsors.

There are two objectives related to this Pillar:

1. To secure new revenue through sponsored activities
2. To ensure partnership renewal through mutually beneficial collaborations

Together, these objectives will cultivate supportive relationships with industry and public partners.

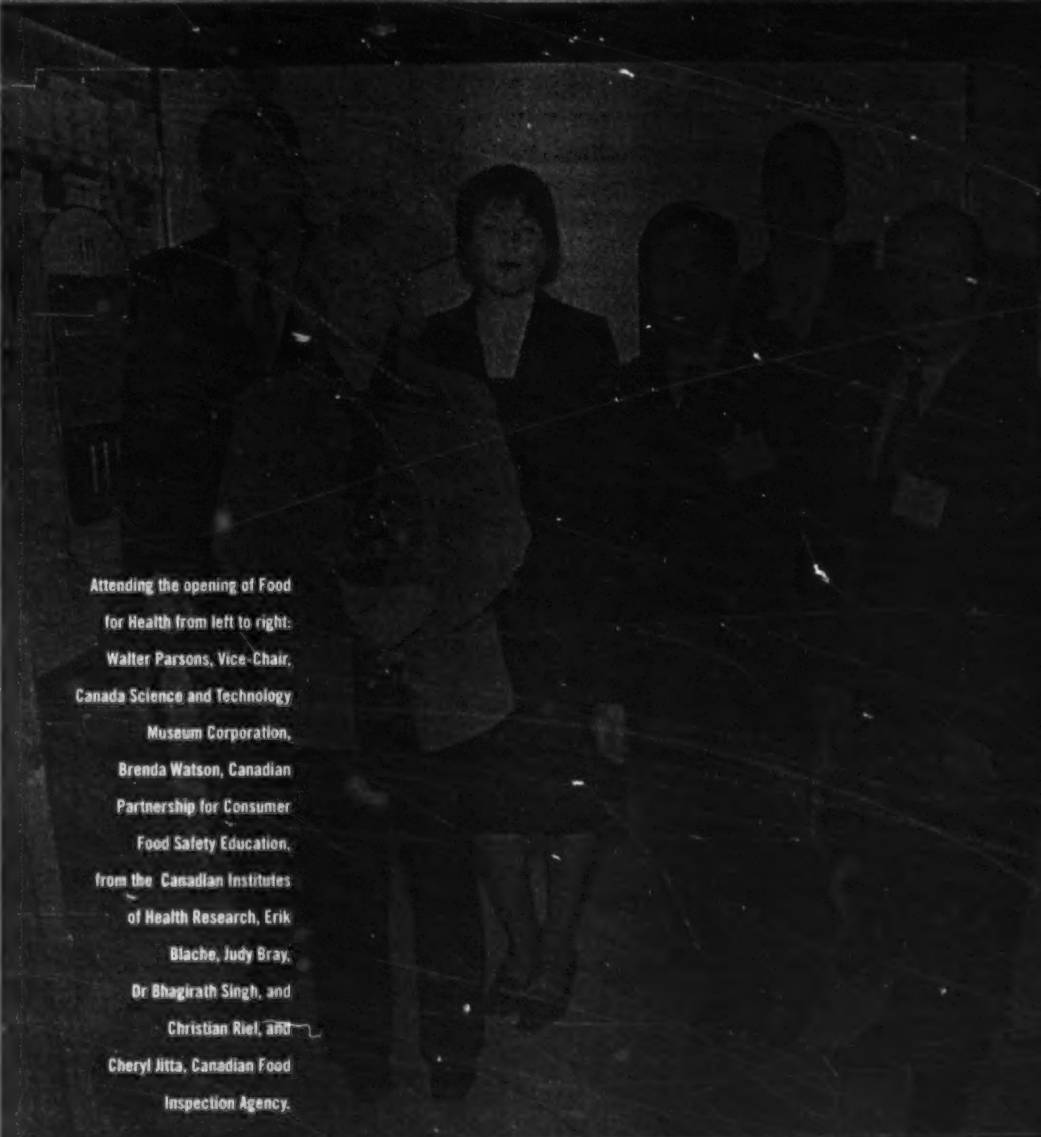
Target

\$300,000 in new commitments for sponsored activities

Result

New commitments secured in 2006–2007 totalled \$76,000

PPROACHES



Attending the opening of Food
for Health from left to right:
Walter Parsons, Vice-Chair,
Canada Science and Technology
Museum Corporation,
Brenda Watson, Canadian
Partnership for Consumer
Food Safety Education,
from the Canadian Institutes
of Health Research, Erik
Blache, Judy Bray,
Dr Bhagirath Singh, and
Christian Riel, and
Cheryl Jitta, Canadian Food
Inspection Agency.

PPROACHES



Attending the opening of Food for Health from left to right: Walter Parsons, Vice-Chair, Canada Science and Technology Museum Corporation, Brenda Watson, Canadian Partnership for Consumer Food Safety Education, from the Canadian Institutes of Health Research, Erik Blache, Judy Bray, Dr Bhagirath Singh, and Christian Riel, and Cheryl Jitta, Canadian Food Inspection Agency.

Major pre-sales sponsorship projects for 2006–2007:

Canada Agriculture Museum

- **Food for Health**, a major exhibition;
- **Bee Keeping**, a major exhibition;
- “Baskets with Panache”, a fundraiser in support of educational programs.

Canada Aviation Museum

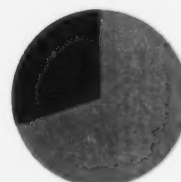
- “Time Flies”, an educational program;
- new classrooms and an auditorium;
- 2009 Centennial celebration of powered flight in Canada.

Canada Science and Technology Museum

- “Forest”, a major exhibition;
- “Medical Imaging”, a major exhibition;
- “40/40”, an event celebrating the Museum’s 40th anniversary;
- a review of the **Canadian Science and Engineering Hall of Fame**;
- the t2M Conference, a transportation conference hosted by the Museum;
- sponsorship support for the Canadian Association of Science Centres, which held its annual conference at the Museum;
- new sponsorship opportunities for the Museum’s current sponsor Nortel;
- in support of Corporate initiatives, sponsorship pre-sales activity included discussions with Transport Canada for security vehicles; and
- the development of the Institutional Sponsorship Initiative.

Target

A partnership renewal rate of 70%

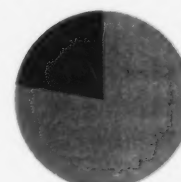


Target

A partnership renewal rate of 70%

Result

Nine formal partnership agreements came up for renewal. Of those agreements, the Corporation renewed seven of the existing nine agreements—for a renewal rate of 78%. One agreement is still in negotiation and the Corporation chose not to renew the other agreement.



Result

Renewal rate of 78%

The Corporation also monitors the Membership Program’s renewal. At 54%, the renewal rate of our Members continued to exceed the industry standard of 52% for similar membership programs.

Corporate Revenue Initiatives

- Approximately 160 collaborations throughout the Corporation exist in support of the Corporation’s various objectives. Approximately 16% of all collaborations across the Corporation were identified as generating revenue while the remaining provided necessary support in relation to other corporate objectives.
- Twenty-six sponsors continued to be serviced in association with five major initiatives. These sponsorship agreements have generated \$1.8 million in revenue for the Corporation over the six past years.
- \$364,325 of previously secured agreements was recognized as revenue from sponsored activities in the 2006–2007 fiscal year.

ACHIEVEMENTS AND KEY INITIATIVES

Membership Program

The Corporation's Membership Program is one of its most important and successful means of identifying an engaged base of clients who contribute significantly to our attendance and revenue targets.

The Membership Program exceeded last year's record totals for revenue by establishing a new high of \$259,629—a 5.5% increase over 2005–2006. The program generated a \$103,000 profit for the Corporation. Members' attendance also increased by 5.5% over the last year accounting for 119,230 museum visits with additional patronage to our after-hour activities.

The Membership Program continued efforts to collaborate with community groups by responding to 43 requests for donations of memberships from local schools, charities and community groups. The importance of these community goodwill initiatives is shown by the dozens of letters of thanks and students' drawings of appreciation received by the Corporation during the year. The Membership Program also had a stellar year in terms of special-event participation. There were 1,628 members registered for the annual Hallowe'en Event at the Canada Agriculture Museum; more than 1,000 members registered for the Holiday Event at the Canada Aviation Museum; and a members-only sleepover event at the Canada Science and Technology Museum sold out in less than 48 hours. Finally, the second annual Members Photography Contest at the Canada Agriculture Museum was very well received with more than sixty photographs submitted.



Fundraising

Foundation

The Corporation's Board of Trustees continues to encourage it to establish a foundation in support of the Corporation's philanthropic fundraising efforts and as a means of leveraging financial support from donors who wish to support the efforts of the Corporation but who may not wish to contribute directly to a publicly-owned institution.

The Corporation's ongoing efforts to establish a foundation, which would operate as a separate organization to actively pursue donations in support of the Corporation's mandate and goals, reached several key milestones:

- Firstly, the Board of Trustees approved a Business Plan for the Foundation.



- Secondly, the Board approved the By-laws and the Letters Patent for the Foundation, both of which are required in order to incorporate the Foundation as a legal entity.
- Finally, initial contact was made with several potential Foundation Board Directors.

In the next fiscal year, the Corporation will secure a minimum of three individuals to serve on the Foundation's Board of Directors. The Corporation will then be able to incorporate the Foundation.

Donations

In 2006–2007, the Corporation raised \$133,500 in philanthropic donations, an increase of 47% over the previous reporting period. This brings the total funds currently in restricted trust accounts to \$350,700.

Youth Fund

The Corporation's employees continue to contribute towards a Youth Fund which they established in 2005–2006. This fund is dedicated to enabling youth in the National Capital Region to visit the Corporation's Museums. Generous contributions from employees are used to cover the costs of programming, transportation and accessibility issues to bring children who have been identified as needing assistance within the community to visit the Museum. The Museum was pleased to have five children from the Boys and Girls Clubs and five from the Enfants de l'espoir attend summer camp in 2006. In March 2006, five more children received sponsorship to attend the March Break camp.

Canada Agriculture Museum and Fundraising staff approached community leaders to plan an event in support this initiative. The event "Baskets with Panache" will take place

in June 2007 and has garnered full support from the Ottawa-Gatineau community. All proceeds will subsidize the costs — program fees, transportation, supplies, and equipment — for more than 600 children to attend school programs and summer day camps. These children, who otherwise might not have the opportunity, will be able to see for themselves where our food comes from and why agriculture is so important to our daily lives.

Sponsorship

The Corporation's efforts in 2006–2007 focused on the continued development and refinement of existing and new products through its Product Development Process, the ongoing servicing of sponsors who contributed over \$800,000 towards the Canada Agriculture Museum's exhibition, **Food for Health**, and the ongoing servicing of Nortel in support of the **Nortel Connexions Exhibition**.

In support of the Corporation's objective to raise \$2.5 million dollars from sponsored activities by 2010, the Corporation has retained the services of LANG Marketing Networks. This Toronto-based firm will provide services in support of the Corporation's Institutional Sponsorship approach, which it reported on last year. Work has been broken down into three phases, the first of which will commence in the first quarter of the next reporting period. The first phase will consist of a detailed evaluation of the Corporation's various sponsorable properties which will lead to the

creation of an inventory of existing assets and programs. It will also identify untapped opportunities and recommend the creation and development of new initiatives that may well appeal to potential sponsors. The second and third phases will consist of creating the necessary sales and presentation materials in support of the subsequent sales efforts.

Professional Collaborations

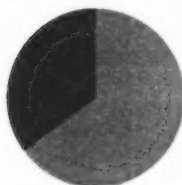
In support of its National Leaders objectives, the Corporation continued to collaborate with a number of associations. These included but were not limited to: the International Association of Transportation Museums, the Canadian Association of Science Centres, the Association of Science and Technology Centers, the Canadian Museums Association, the Canadian Association of Gift Planners, the Canadian Association of Fundraising Professionals, the Canada-Wide Science Fair, the Association for Living History, Farms and Agricultural Museums, the Association (International) of Agriculture Museums, the Canadian Aviation Artists Association, the Canadian Aeronautical Preservation Association, the Canadian Science and Technology Historical Association, and the Royal Society of Canada.



THIS PILLAR'S INTENTION IS TO MEASURE AND IMPROVE THE WAY IN WHICH THE Corporation pursues its objectives and conducts its business. Professionalism begins with strong governance processes and procedures. It requires management practices and management leadership, which will motivate and provide direction to all staff. Professionalism will be maintained and enhanced across the organization through a focus on results and adherence to best practices, and will emphasize ethical conduct in all areas of activity.



Target
65% internal customer
satisfaction rating



Result
73% of internal clients
were satisfied

There are three objectives related to this Pillar.

1. Customer satisfaction
2. Internal customer satisfaction
3. Employee satisfaction

Together, these objectives promote a professional work force committed to excellence in external and internal customer satisfaction.

Target

Maintain a 90% visitor satisfaction rating

Result

The museums exceeded this target with an average visitor satisfaction of 94% in 2006–2007.

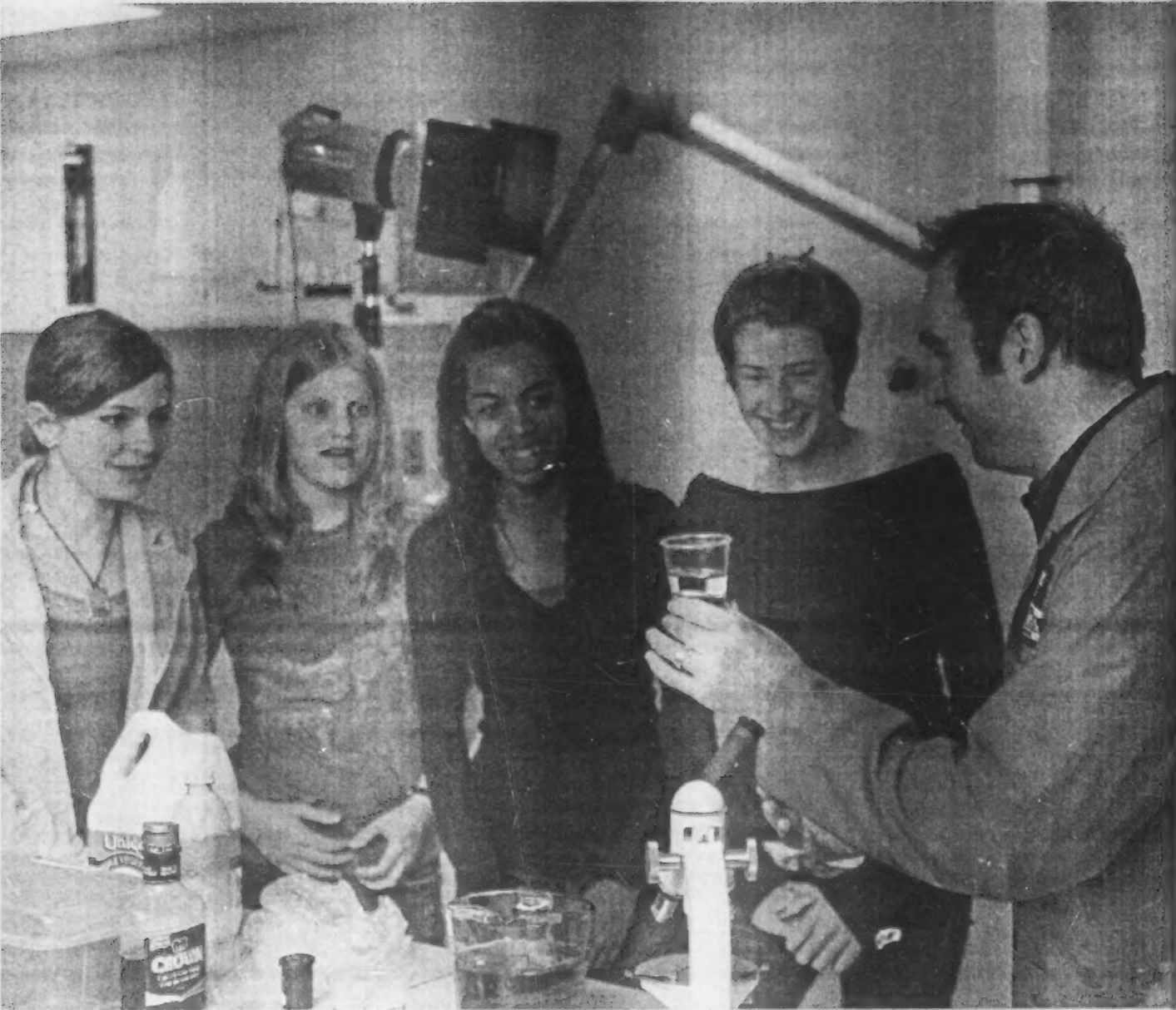
Target

Achieve a 65% internal customer satisfaction rating

Result

The Corporation continues to base the internal customer satisfaction rating on the survey results reported in 2006–2007 — 73% of internal clients were satisfied with respect to support activities and services. For resource reasons, we decided to survey internal clients every two years.

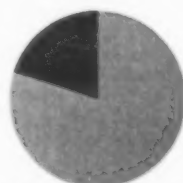




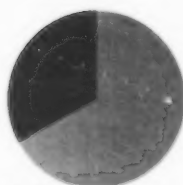


Target
Achieve an 80% employee satisfaction rating

Result
The Corporation continues to base the employee satisfaction rating on the survey results reported in 2006–2007 — 66.9% of employees filed a satisfied rating.
For resource reasons, it was decided to survey employees every two years and will do so in 2007–2008 to track progress in employee satisfaction.



Target
80% employee satisfaction rating



Result
66.9% of employees filed a satisfied rating

ACHIEVEMENTS AND KEY INITIATIVES

Corporate Priorities and Decision-making

The Resources Allocation Committee has now been fully deployed. It has successfully addressed environmental scanning, corporate planning, budgeting, annual reporting, work plans, and quarterly and midterm reviews.

Monitoring Performance and Visitor Feedback

External customers are defined as those who use the services of the Corporation — including visitors, partners, sponsors, members, volunteers and central agencies. Tracking customer satisfaction is a way of identifying the issues most important to each customer segment, while also measuring the extent to which the Corporation is closing performance gaps.

A significant amount of analysis and evaluation was undertaken this year. The Visitor Services Standard has now been implemented to monitor the visitor experience at each of the Museums and tracks compliance to the best practice guidelines outlined for each of the campuses.

The Corporation also engaged in summative (**Nortel Connexions**), formative (**Food for Health**) and front-end (**Forests**) evaluations for several of its exhibitions and programs.

Internal Communications

Good internal communications and clear policies are paramount in an organization that has three different Museums in its portfolio and more than eight distinct buildings housing staff. Management focused on these



concern and restructured the Corporate Secretariat division to create a position that deals with policy, planning and internal communications. This position is now responsible for the Strategic Communication Committee, the Corporation's intranet ECHO and the corporate website. Professional Development Days and collegial information sharing sessions have encouraged employees to come together, learn from each other and strengthen ties between the campuses.

Planning for Succession

Given the demographics of its workforce, the Corporation has identified the need for a realistic and comprehensive succession plan to ensure its continuity during a period of anticipated staff turnover.

In 2006–2007, we drafted a framework for a Human Resource Planning System, and carried out the initial assessment for the Senior Management (SM) Category. This system came into use when several senior employees left during the year and we identified others who anticipate leaving during the next three years.

We have now identified all personnel who will become eligible for an unreduced pension between 2007 and 2014. This information will inform action plans to ensure competent and experienced employees, able to meet the Corporation's ongoing requirements in other occupational categories, remain available. Extensive revisions to the Staffing Directive will also facilitate smooth transitions with clear procedures over the next several years.

Implementation of a New Classification System

This ambitious project has been underway for some time. In 2006–2007, classification process included negotiating a new pay structure, communicating the classification results to all employees and informing them of their right to appeal. It also included implementing the new structure within a framework of available resources. The final phase of this project, the appeal process, has begun. It should be completed in the next year.

Ethics

Plans to introduce the *Code of Conduct* have been postponed to 2007–2008 to ensure compatibility with the new legislation detailed in the recent *Accountability Act* and the *Public Servants Disclosure Protection Act*.

